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ABSTRACT

Major goal statements, speeches, and excerpts from workshops at a conference on women in government are presented. An introduction explains that major conference goals were 1) to provide a forum for discussion for students, educators, and professional women in government and politics; 2) to increase awareness of opportunity in government careers; 3) to discuss issues of concern to women pursuing careers in government; and 4) to consider effects of legislation in overcoming barriers and creating opportunities for advancement of women in government. Three papers are presented. In "Women in Government Leadership and in International Affairs," Betty Southard Murphy reviews women's rights from the 1600s to the 20th century. In the second speech, Ethel Walsh summarizes "What Title VII has done for Women." She stresses that the major impact of this legislation has been to draw attention to organizations persisting in discriminatory employment practices. In the final speech, "The Federal Civil Service as a Career," Eva Poston explains advantages of working in a government agency. Also included are excerpts from conference workshops on topics including running for political office, climbing the career ladder, international careers, and state and local government careers. A bibliography of resources on women in government concludes the document. (DB)

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Highlights of the WOMEN IN GOVERNMENT CONFERENCE

held at

Mary Baldwin College

October 12-13, 1978

The flagpole at Mary Baldwin College

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Credits:

The Women in Government Conference was held on the campus of Mary Baldwin College, Staunton, Virginia, October 12 and 13, 1978. The conference coordinator was Ms. Dottie Geare, director of the Mary Baldwin College Women's Center.

The conference was funded by a grant from the International Paper Company Foundation of New York. Individuals who assisted with the planning were Ms. Carol Emory, Bechtel Corp.; Mr. Ralph Kittle, International Paper Co.; Dr. Patricia Menk, Mary Baldwin College; The Honorable Betty Southard Murphy, National Labor Relations Board; and Ms. J. Wade, U. S. Department of the Interior.

Mary Baldwin College students who helped with planning and as conference guides were as follows: Annabel Barber, Melanie Barber, Mandy Burrus, Nancy Dana, Virginia Fountain, Anne King, Kim Lambe, Jo O'Neal, Caryl Palmore, Katie Pierson, Mary Lynn Tuggle, and Valerie Wenger. Ms. Clementine MacDiarmid served as coordinator of planning.

Director of Public Relations, Virginia W. Munce, prepared the conference report.

AN INTRODUCTION TO THE CONFERENCE

By Dottie Geare

Conference Director and Director of the Mary Baldwin College Women's Center

Many people from both within and outside Mary Baldwin College have given a great deal of their time in the past six months to help with the planning and organization of this conference. I believe we have been able to gather together an outstanding group of highly qualified women from many fields within and related to government. They will be speaking with you about their own experiences in building careers as well as addressing the issues of opportunities and obstacles that exist for women considering careers in government.

The specific goals of this conference are as follows:

1. To provide a forum for discussion among students, educators, community women, and accomplished professional women in the fields of government and politics.
2. To increase awareness of opportunities, alternative entry routes and career ladders available to women seeking careers in government and politics.
3. To identify and discuss issues of concern to women pursuing careers in government.
4. To consider the effects of legislation in overcoming barriers and creating opportunities for advancement of women in government.

I would like to share with you an experience which, for me, crystalized the purposes of this conference and made me realize how important it is for us to provide this type of event for our women — young and old — who are considering ways to make an impact on society.

Several weeks ago, in Washington, D. C., I attended, as an observer, a somewhat unique meeting of women in government. These women happened to be rest room cleaners employed by the government to do the very necessary work that nobody likes to do. They were meeting that day, about 150 of them, to protest a decision to downgrade their jobs — a decision that would lower their wage grade from 2 to 1, the very bottom of the wage scale. Most of these women were black, few of them were young, most were working to support themselves and their families.

On that particular day they were angry at this attempt by those in power to further reduce their already limited earning potential. Many had been working at the same jobs for ten to fifteen years. At this meeting they spoke of their distasteful working conditions and the difficulties associated with their work. They also talked about how they could gain more control over their lives, about how they might effectively claim their rights as workers and their dignity as human beings.

As I sat there that day and listened to the stories of these women government employees, I thought about the students at Mary Baldwin College and how fortunate they are to have open to them the kinds of opportunities that will be discussed at this conference. And I thought about how important it is that women with a deep concern and commitment to the well-being of all humankind be hired, promoted, appointed or elected to positions of power and influence where they can begin to affect the decisions which determine the quality of people's lives . . . women who can begin to ask why so many working women are found in the lowest paying, dead-end positions of organizations and business . . . women who can recognize and begin to challenge the inequities and injustice of a system that perpetuates this kind of situation . . . women who can begin to change that system to provide more than mere paper commitment to equal opportunity for all people, black or white, male or female, rich or poor. I believe that many of you here at Mary Baldwin College have the intelligence, ability, and opportunity to do just that.

Conference Keynote Address

Women in Government Leadership and in International Affairs

The Honorable Betty Southard Murphy

I am delighted to be here today at Mary Baldwin College to keynote this important conference on women in government. I am proud to be on the same program with such outstanding women. I say that not lightly. I attend a fair number of conferences around this great country of ours and I have never seen a meeting with such diversified, interesting, and outstanding women speakers. I also want to congratulate the student leaders at Mary Baldwin who helped put this conference together with Dottie Geare, Director of the Women's Center. I think we are in for a fascinating as well as educational experience throughout the conference.

As I examine the list of women speakers I am impressed with their qualifications. I, too, am a working woman. So I know and appreciate the effort it takes to succeed. I know the difficulties women faced in the past and which we still face today to achieve success.

Knowing how hard it was to get "from there to here," I thought it might be worthwhile to spend a minute or two talking about "there" – our heritage.

From the time that the first settlers arrived in America until well into the second half of the 19th century, women's intellectual and physical inferiority was taken for granted. However, women always objected to their status as less than equal and tried to do something about it.

As early as 1642 in colonial America, a poetess – named Anne Bradstreet – lamented "who sayeth my hand a needle better fits? Who sayeth my hand a needle fittest best?"

Well, Anne Bradstreet received her answer some 300 years later from a Justice of the Supreme Court of the United States who, as an act of charity, will remain nameless. This Justice stated from the bench just a couple of years ago that "most men hire women as secretaries because their hands are better suited to typing than men."

With 19th century industrialization, family patterns in America began to change. Many industries began employing women for the first time; some in the home, some in factories. Owners of textile mills said they preferred to employ women and children because "their hands were more suited to spinning and weaving than those of men." But these same mill owners didn't mention the fact that they paid the hands of women and children less than men.

According to an account in the *Boston Courier* in 1829, women earned only one-fourth of what men earned for doing the same work, regardless of whether the women were widows with families to support, single women, or what have you.

But, even working in textile mills for one-fourth the sum a man earned for the same job was a beginning.

As you probably gather, by questioning the sacred rightness of the family and women's place in society, these early feminists brought a storm of outrage upon their heads.

And, I wonder – I sometimes wonder – about the courage these early feminists must have had 100 years ago and more.

During the Civil War, women entered government office jobs in large numbers for the first time and they also became a majority of the teaching profession. And after the war, women refused to return to their pre-war status and occupations. Instead, they began to expand the fight for equal rights and concentrated all efforts on suffrage.

The lack of the right to vote became the symbol of women's expulsion from society.

At this time women performing the same labor as men earned one-third as much, an improvement to be sure, but not all that much.

Women eventually reached their goal and obtained the right to vote. Then the women's movement emulated Rip Van Winkle and went to sleep for 40 years.

And when women began to awake in the 1960's, they found they were at the bottom of the job totem pole, both financially and status-wise.

Thus, equal job opportunity became the rallying point for renewed feminist protest during the early '60's. Traditionally – and this is still true today – women are concentrated in jobs which have less prestige and less policy-making power than those to which men have access.

But, much has happened in the last dozen years. Laws enacted to end discrimination in employment – codifying the concept of equality upon which this country was based – have given rise to a whole new field of law. The last six presidents of the United States have affirmed equality of opportunity as part of our country's national goal.

Although the subject matter is vast and, I might add, dear to my heart, I'm going to mention just a few of these laws because you, as women who will soon enter the job market, should know about them. Do bear in mind that I could spend several hours on each one, but I'll just describe them briefly today.

The Equal Pay Act of 1963, 73 Stat. 56, 29 U.S.C. Sec. 206(d), was an amendment to the Fair Labor Standards Act. The Equal Pay Act, which became effective in 1964, prohibits discrimination on the basis of sex in the payment of wages for substantially equal work on jobs requiring substantially equal skill, effort or responsibility under similar working conditions.

The act also prohibits labor organizations from causing or attempting to cause an employer to discriminate against any employee in violation of the equal pay provisions. Millions of dollars have been collected and paid to women under this statute and thousands of opportunities have been opened up to women because of the act's vigorous enforcement.

One year after the Equal Pay Act came another law which further changed employment practices across the country. This was, of course, Title VII of the Civil Rights Act of 1964, 42 U.S.C. 2000 (e) *et seq.* This law prohibits employers, unions, and employment agencies from discriminating in any of the terms and conditions of employment on grounds of race, color, creed, sex, or national origin.

Under Title VII, an employee, applicant, or former employee who feels that he or she has been discriminated against for these reasons may file charges with the Equal Employment Opportunity Commission (EEOC) which is directed by statute to investigate all charges.

If the EEOC finds that the employer has in fact discriminated, it may issue a decision directing that discrimination to end. It may also provide that the discriminatee should be "made whole" by a backpay award and, even if no allegation has been made or charge filed, the EEOC may direct additional relief for other members of "the class similarly situated."

The EEOC tries to settle all cases brought before it. But if compliance fails, the commission may itself file suit against the employer or may issue a "right to sue letter" authorizing the charging party to file suit in the appropriate U. S. District Court.

There is no doubt that Title VII has caused great changes in employment practices in the United States. And there have been changes within changes under Title VII. What was perfectly legal last

year may not necessarily be legal this year. What was a breakthrough in the law five years ago may be overturned tomorrow. Title VII is a constantly changing, vigorous law.

I must say that before employers are condemned across the board for discrimination, we must remember that what was considered fair and good 30 years ago — or even five years ago — is no longer necessarily fair and good.

Employers who were once considered paternalistic now find they are the "bad guys." Unions which were once considered protective of women and which vigorously sought protective legislation for women are now the "bad guys."

For example, I have a union lawyer friend who was very active for a long time in getting protective legislation for women so they wouldn't have to lift heavy equipment or work nights or long hours. Now he finds it confusing that women don't want that type of protection any more.

Naturally, women don't want to be protected that way any more. If we can't work after 11 p.m. at night, we won't get the good jobs. We'll never be selected to be supervisors. But, it's hard for the lawyer to understand that women now want treatment based on their own qualifications, not stereotyped qualifications of what someone decided we should want 20 years ago.

In addition to laws, there are executive orders and department regulations. We should know about Executive Order 11246, which was signed by the president on September 24, 1965 (amended by Executive Order 11375, signed on October 13, 1967). This very important executive order prohibits discrimination based on race, color, religion, sex, or national origin in the federal government and by any federal contractor or subcontractor.

As for the private sector, coverage includes all facilities of a contractor, regardless of whether the facilities are involved in the performance of the federal contract. It applies to any contract of $10,000 or more.

The next law to come on the scene was the Age Discrimination in Employment Act of 1967, effective June 1968. This statute prohibits discrimination in employment based on age between the age of 40 and, as recently amended, 70 years of age. Although this statute was not designed, of course, solely for women, it has been and will continue to be very beneficial to women.

This is especially true for the woman who has been out of the labor market for 15 or 20 years, raising her children, and who decides to go back to work after age 40. An employer is prohibited from refusing to hire her because she has reached 40.

Another important regulation of the Department of Labor is Revised Order No. 4, issued January 30, 1970. It requires contractors with 50 or more employees and a contract for $50,000 or more to take affirmative action, particularly in setting goals and timetables for the employment of minorities in job categories where such minorities have been underutilized. Women were originally omitted from Order No. 4. We kicked up a fuss about this, so Revised Order No. 4, effective April 2, 1972, was then issued which requires goals and timetables for women as well as for minorities. Revised Order No. 4 also requires contractors to incorporate goals and timetables for women in their affirmative action plans.

Although Order No. 4 and Revised Order No. 4 are not law, per se, they have the force and effect of law.

A federal contractor does not have to follow them — true. But if not, he or she runs the risk of not getting more federal contracts.

These are, therefore, some of the laws and orders which affect women, both as employees and as part of any management team.

So here we are — all of the women in this room. We are the beneficiaries not only of the work and dreams of the early suffragettes and feminists, but also of all these laws which are designed to guarantee equality of opportunity for women and minorities in the work place.

I must say that you women who are in college today stand in a field of golden opportunity.

In the next several years there are going to be so many opportunities for advancement in management positions, both in the government and in the private sector, that it is almost mind-boggling. You will hear about many of these career opportunities during the conference. You will

be given a great deal of career information which might very well affect your whole life.

I certainly hope that most of the women in this room will decide now, if you haven't already decided, to take advantage of this early notice of opportunities ahead. To go up the job ladder, women need two types of qualifications. First, the paper qualifications are needed and I'll get into that a little later.

But, second, and this may actually be the most important qualification, women have to see themselves in the role of manager, assistant manager, division head, professional, and boss. I say this because I have something shocking to tell you! Listen carefully. You may not have realized this before, but the chances are you are going to have to work for most of your adult life – not just temporarily, either. The odds are you are going to have to work for many years.

The lack of such realization is one of the problems women have. They never think they are going to have to work for long. And 30 years later they are still in a low-paying job. If you realize this, you probably will not settle for staying in a low-paying job. You'll aim higher and you'll reach a higher level. No question about it.

And that goes to the heart of this second qualification. Mentally, you have to *want* to be the boss. That hurdle, and it is a hurdle, has to be jumped first.

How to do it? The first thing is to want it. The second is to look at the men who are in the jobs you want and see what qualifications they have. Believe it or not, the chances are you'll find you are just as well qualified.

Although lightning has been known to strike, it doesn't usually strike when it comes to getting the good jobs. Those you have to go after. The shrinking violets . . . just shrink. If the job you want requires special training or another degree, then go get it. It won't just come to you. In addition, women must help other women. We need an "old girl network" just like the men have an "old boy network."

The opportunity for success is there. You are or can become as well qualified for the job as anybody else. All you have to do is want it. And I repeat, go after it. Remember, the first step is the hardest. And the first step is the decision that you want to do it.

So, as you participate in this conference on women in government, think how it will affect you. Envision what type of job you will have 10 years from now or 22 years from now when we reach the year 2000. You women will be in your 40's in the year 2000. Chances are you'll be working. Spend a moment then to think of this conference, and remember that we tried to prepare you for the year 2000. And, since preparation is the name of the game, be prepared. The chances are you'll be working in the year 2000. You might as well be the boss.

Betty Southard Murphy *was appointed by President Ford in 1975 to serve as chairman of the National Labor Relations Board, and is now completing her term as a member of the board. She has also served as the administrator of the Department of Labor Wage and Hour Division. She is on the Council of the Administrative Conference of the United States and the International Center for Settlements of Investment Disputes, both presidential appointments. Her law degree is from the American University Washington College of Law. As a partner in a Washington, D. C., law firm, she has been an active trial lawyer in state and federal courts, and is a member of various bar associations. She is a member of the Mary Baldwin College Board of Trustees.*

Conference Opening Address

What Title VII Has Done For Women

The Honorable Ethel Walsh

All of us here should recognize and acknowledge the debt owed by women to the vigorous and effective efforts of the women's movement in recent years which have brought our plight to public attention and made the pervasive discrimination against women in commerce and industry, in the professions and trades, and in government a matter of public concern. Indeed, this was not always the case.

As early as 1773, a woman encountered job discrimination . . . she was appointed postmaster in Baltimore and faced formidable opposition from no less a person than Thomas Jefferson, who said, "The appointment of a woman to office is an innovation for which the public is not prepared." Though few would voice such sentiments today, the attitude underlying the statement too often still prevails, both in the public and private sectors.

A century ago, Representative Willard of Vermont participated in a debate in the House of Representatives on legislation which was to influence the employment of women in the federal government for the next 92 years. The debate concerned an appropriation bill with a rider that would require equal pay for equal work irrespective of sex. In his argument, Representative Willard said:

"I hold that this government owes it to the women of the country . . . that they shall no longer be held in a subordinate position and treated as inferiors; that it shall say to them there shall be hereafter no position under this government for which they are fitted which shall not be open to them equally with men; that when they do the work of any of their brothers in any office under the government, they shall have the same pay their brothers have; that their brains are worth as much, that their labor, their energy, their industry are all worth as much as the labor and industry, the energy, and the brains of anybody."

In the final analysis, the provision Representative Willard championed was watered down to permit appointing officers to employ "female clerks" at the same pay as men. Finally, in 1971, 92 years later, the Civil Service Commission ruled that "men only" and "women only" requirements must be removed from almost all federal jobs.

Fortunately, due to our own insistence, we have made substantial progress over the past decade. But – and let none of us here be deceived – it is only a beginning. We still have a long way to go.

Two years after our nation's Bicentennial, close to 1,000 state laws still deny women their rights to property, inheritance, guardianship, management of earnings, control of family wealth and equal labor conditions.

Our employment picture is a combination of good and bad news. Two recent

Labor Department studies reported that there are now more than 40 million women in the U.S. labor market. We make up 42% of the work force compared with 30% about 25 years ago. Significant increases have occurred in the proportion of women in professional-technical, service and clerical jobs. The proportion of married women in the work force also increased. In nearly half of all husband-wife families in 1976, both were wage earners.

The same studies, however, reported that women have become a larger proportion of the unemployed over the past few decades. The studies further reported that women are traveling backwards in the earnings gap. In 1955, working women earned 64% of what men earned. In 1977, working women earned only 59% of what men earned.

The employment picture in the public sector is no brighter. Statistics on utilization of women in the federal government are more difficult to come by. But, both the Civil Service Commission and the Assistant Attorney General for Civil Rights agree there exists a deteriorating record by the federal government in the hiring of women.

But the women of our country have neither the time nor the disposition to luxuriate in anger or recrimination, for we are caught up in the dynamic of an idea whose time has come.

Today, we stand on the very threshold of a new era. A new climate of impatience pervades the women's movement. We're not traveling by Conestoga wagon any more — we're traveling by jet. At long last, women are moving out of the ranks of the silent and submissive majority into a knowledgeable and growing movement reaching into every city and town, university campus, and business establishment. At long last we are demanding our fair share of the economic pie. At long last we are insisting that we be permitted to participate and operate in the business and economic culture from which most of us have been so long excluded. No doubt this new emphasis has stirred feelings of apprehension in many people — both male and female. Why? The answers are complex and have their roots in our social customs, traditions, life patterns, and the perception of male and female roles in life. Both men and women are too often apt to maintain old myths, misconceptions, generalities, and stereotypes.

Perhaps in the area of employment, these misconceptions could best be dissipated and these apprehensions best be dispelled if we ceased to dwell on the differences between the sexes and concentrated on those aspirations, needs and motivations, that are common to both sexes.

Surely the need to support one's self is a common need — a need shared by single women workers with the single working male. Surely the women workers who are widowed, divorced or separated from their husbands, particularly those also raising children, are working for the same compelling economic reasons as the male head of a household.

We are told that women can't work for women; women can't supervise because they are too emotional; women aren't career-oriented; women are more patient and better than men at routine repetitive-type jobs. But, are these not really characteristics attributable to individuality rather than gender?

During my years in plant management, I encountered men who were "loners" and could not respond to supervision; men who were ill-equipped to supervise because they "flew off the handle" too easily; men who were not career-oriented and preferred to remain in a comfortable, familiar job pattern; men who were great at routine assignments, but were unable to handle creative assignments.

If we are ready to admit that individuality is a characteristic common to all of us by virtue of our very humanness, then we can only conclude that the differences lie in our opportunities for accomplishment — opportunities limited only too often by attitudes and practices. Admittedly, changing of attitudes takes time, but changing of practices has already begun. And, changing practices is what the agency for which I work is all about.

In 1964, the Civil Rights Act, which established the Equal Employment Opportunity Commission (EEOC), made it illegal to discriminate in employment on the basis of race, color, religion, national origin or sex. As you know, Title VII of the 1964 Civil Rights Act applies

to employers and unions in industries affecting commerce who have 15 or more employees and to employment agencies. As amended in 1972, this coverage includes educational institutions and state and local government employees. It further gives the EEOC the authority to initiate court proceedings. It is this enforcement power that has put teeth into Title VII.

Court decisions are having an economic impact on industry. No longer can minorities and women be considered one of the better, cheaper acts.

I am sure many of you are familiar with the agreement that was signed by AT&T with EEOC and the Department of Labor which cost AT&T about $65 million and which opened up opportunities for women in supervisory roles and nontraditional jobs. A second consent decree entered between AT&T and EEOC and the Department of Labor cost an estimated $7 million in management salary adjustments to women in management positions. Two recent consent decrees have increased the opportunities for women in visible white collar jobs. EEOC and Merrill Lynch, Pierce, Fenner and Smith signed a decree which allows women to move in substantial numbers into stockbroker and management jobs in the nation's largest brokerage house. National Broadcasting Company (NBC) consented to a decree with EEOC to provide current female employees and future employees with more upward mobility into skilled jobs at the network.

The small companies and unions are also being made aware of the impact of Title VII:

- An Ohio publisher with 360 employees was ordered to pay 138 persons $42,000 because minorities and women were locked into the lowest paying job classifications. The publisher was also ordered by the court to promote minorities and women to the higher paying job classifications.
- 30 women in a company employing 470 persons received $75,000 and were ordered to be promoted by a judge in the northern district of California.

Title VII and EEOC have experienced some setbacks in the courts as well — notably, the recent Supreme Court decisions affecting seniority and pregnancy benefits. As a result, both the Senate and House have passed legislation to amend Title VII to include discrimination on the basis of pregnancy or childbirth. The bills are currently before the conference committee and it is hoped that a final version will come out of committee before Congress adjourns.

As I said to both the House Committee on Education and Labor and the Senate Committee on Human Resources, in testimony before them, this legislation has become necessary only because of the Supreme Court's decision in General Electric v. Gilbert which has left a gaping hole in the protection afforded by Title VII to women. There can be no question that the wide range of employment policies directed at pregnant women — or at all women because they might become pregnant — constitutes one of the most significant hindrances to women's equal participation in the labor market. The effect of discriminatory pregnancy policies impacts not only on the millions of working women themselves, but also on additional millions of men and children who depend on the working woman's income.

While court enforcement is central to elimination of discrimination under Title VII of the Civil Rights Act, it is obvious that not all charges filed with our agency can or should be litigated. We anticipate that over 80,000 charges will have been filed with our agency this fiscal year. Resolution techniques that will assist charging parties in resolving discrimination complaints quickly and enable respondents to settle cases without incurring enormous costs, as well as supplementing our litigation efforts, must be initiated and/or improved.

It is to this critical and precise balance of processing charges that our chair, the Honorable Eleanor Holmes Norton, has concentrated her efforts since assuming the leadership of our commission. Currently, our agency is in the process of incorporating the following procedural changes:

1. *A rapid charge processing system*
   - Detailed pre-charge counseling and interviews insure that the charging party is promptly referred to appro-

priate channels if EEOC does not have jurisdiction and, conversely, insure rapid drafting and service of a precise charge where EEOC does have jurisdiction.

- Early settlement of the charge on a "no-fault basis" is encouraged.
- A "fact-finding" conference has been initiated, attended by the charging party and the respondent to provide the background for serious settlement discussions.
- Additional investigatory techniques are utilized only if settlement is not achieved during the earlier steps of the process.

2. *A backlog charge processing system*
   - An independently staffed backlog charge processing system gives high priority to those charges that are currently in our system until our inventory is reduced to a manageable level.

3. *Model offices*
   - Chicago, Baltimore and Dallas have been selected as model offices to introduce and perfect new techniques to integrate legal and administrative standards.

4. *Systemic discrimination program*
   - The primary vehicle of the systemic program will be the use of commissioner charges to deal with broad patterns and practices of discrimination.
   - Generally, the systemic program is being developed in headquarters based on statistical and other relevant information and will be executed in the district offices except for those matters that extend beyond district boundaries.

As you can see, we are taking bold approaches to attempt to change patterns of discrimination against classes of persons and at the same time maintaining a careful balance of resources to efficiently respond to individual inequities. Additionally, we are looking forward to assuming increased responsibilities under the president's reorganization plan. Our agency has already been given the coordinating authority of all federal equal employment programs involving grants. In the near future we will be receiving authority over EEO complaints filed by federal government employees as well as authority over administration of the Equal Pay Act, the Age Discrimination Act and the Rehabilitation Act.

However, discrimination cannot be eliminated by the efforts of one or two federal agencies, no matter how valiant those efforts are. Nor can discrimination be eliminated by the passage of laws no matter how stringent those laws may be. Discrimination will be eliminated only when every employer insists that the principle of equal employment opportunity be made integral to overall personnel policy and be stated as a positive policy, not as a reluctantly accepted set of negative constraints to be imposed on old practices. I suggest that this will happen only after more and more women and minorities are absorbed into the management mainstream. I suggest that those who have been victims of discriminatory practices can most readily recognize them and have the commitment and persistence to correct them on an institutional basis.

Yours is the generation which will have to supply that commitment and persistence. All of you here today — you who will be entering the work force — share the responsibility to finish the job that women who have gone before you have so courageously started and so diligently pursued.

It won't be easy. But, none of you would be here today if you were not ready and anxious to take calculated risks in order to achieve attainable rewards. So, I am not going to talk about motivation (I'm sure you all have that) — nor confidence (I'm sure you have that, too) — nor determination (if you haven't got that, you are going to have to get it).

I am, however, going to mention one practical rule: "Do your homework."

Learn all you can about any career you are contemplating.

Learn all you can from any employment situation in which you are involved.

Collect facts, not opinions, and be smart enough to recognize the difference.

Do your homework on your legal rights.

Learn all about the Higher Education Act which prohibits discrimination against women in college admissions.

Become familiar with the Equal Pay Act.

Don't forget that Revised Order 4 requires firms doing business with government to have affirmative action plans for hiring and promotion of women.

Find out all you can about Title VII of the 1964 Civil Rights Act, which established the Equal Employment Opportunity Commission, and which prohibits discrimination in employment on the basis of race, color, religion, sex, or national origin and learn how to use it.

Finally, remember that this is no time to be timid. Women have consistently demonstrated that we have courage, stamina, ingenuity, and just plain guts. We have demonstrated it on ships sailing from known to unknown continents. We have demonstrated it crossing the country in a covered wagon. We demonstrate it daily by competing in the work force — and raising children — and taking care of a household — and managing a budget in an inflationary period — then getting all dressed up and fulfilling our social obligations. One of my friends describes it as, "from job — to sink — to mink".

In closing, I would like to add a few personal observations. All of us know of the strong efforts that must be made in order to gain each foothold in our long journey to equality. All of us here share a sense of urgency and deep commitment to keep informed, take a stand, and get on with the job. But, in our eagerness to fulfill our obligations to society, to ourselves, to our sisters, and to our daughters, let us beware of exchanging one set of stereotypes for another. In our zeal to expand women's opportunities, let us not diminish our individuality.

And finally, let us not fall victim to tunnel vision. For our obligation is not only to members of our sex; our membership in the human race carries with it an obligation to all fellow humans who are striving for equality — the underprivileged, the underhoused, the underfed — and it is our duty to maintain an awareness and a sensitivity to their needs as well as ours. For the movement of women's rights is as broad and deep as the nation itself. It encompasses the struggle of all Americans for economic security, for equal opportunity, and for the general improvement of the quality of life in our nation for this and succeeding generations.

Ethel B. Walsh *is in her second five-year term as a member of the Equal Employment Opportunity Commission and has served as vice chair of this commission since her appointment in 1971. Her background includes more than 20 years of business and industrial experience at the managerial level, as well as heading her own management consulting organization. She has been director of the Advisory Council of the Small Business Administration, a founding member and past chair of Executive Women in Government, and has served on the regional selection panel of the President's Commission on White House Fellows and the advisory board for the Project on Noncollegiate Sponsored Instruction.*

Conference Luncheon Address

The Federal Civil Service as a Career

The Honorable Ersa Poston
Delivered by the Honorable Genevieve Sims, Special Assistant to Commissioner Poston

Commissioner Poston very much regrets that she cannot be with you today, but feels certain that you will understand that, as commissioner of the United States Civil Service Commission, she must be at the White House for the signing of the Civil Service Reform Act of 1978.

For reasons that I will describe in my remarks today, this is no routine event, but an historic occasion marking the first overhaul of the federal personnel system in nearly 100 years! This event will have far-reaching impact. It will mean more efficient, effective government for all Americans and it will mean more challenge and reward for federal employees, a point of interest to you who are considering federal service.

But, let me tell you about it in Commissioner Poston's own words — words she would have used if she could be here today:

In preparing to speak today, I wondered what a very special group of federal employees would say about the federal service as a career.

Members of this group are the 120 women serving as federal women's program managers (there are only two or three men holding these jobs just now — a male friend of mine in a similar situation claimed he had been designated an "honorary woman.") These are the people who look out for the employment and advancement of federal women under the Equal Employment Opportunity Act of 1972. These are people who, by the very nature of their jobs, are gallant, tough, and hopeful fighters.

I was curious about the kind of counsel they might give co-workers, friends, nieces, daughters, cousins on prospects in the federal workplace of the 1980's and 1990's. All had opinions and ideas. "Running my mouth is what I do best!" one told us. Another told us that her daughter, who is nine, takes a consuming interest in her mother's career, and often wears a tee-shirt proclaiming, "I'm a mini-feminist."

Their responses about the federal service were positive.

Why?

Security was mentioned, but we agreed that security will not be an important feature in the new civil service, nor should it be.

They like the flexibility in career directions that the vast federal government with its thousands of occupational listings can offer. Although the public pictures the "bureaucracy" as a wasteland of desks, the fact is that the government runs hospitals, schools, prisons, national parks, and recreational areas, and lots more. Out in Rolla, North Dakota, the

government produces and stockpiles jewel bearings which the department of defense needs. And in Washington, D.C., as you may have read, until just recently, the government ran a go-go joint. That was inadvertent, however, since it was among the assets seized from an employee who had embezzled from his employer — the government. I don't know if the dancers had a GS rating or not!

"The chance to do things for people," said one respondent was what drew her to government. She started college intent on a business career, but switched when she cooled to the idea of working for a corporation.

Closely allied to that response was the feeling that government service gives you a front seat on the action — an opportunity to take part in important and rewarding work, work that matters.

As for their jobs as federal women's program managers, many hoped that in 10 or 20 years, this program would have accomplished its goals, and be declared redundant, unnecessary and phased out. But, others see years of hard work ahead to get rid of, as Mae Walterhouse of Federally Employed Women puts it, "those ugly twins, institutionalized racism and sexism".

But in general, these women are hopeful and confident. Yes, the federal government is a good place to build an honorable career, and yes, it's a good place to fight for equal rights.

They feel this way despite the recent waves of anti-public employee messages we are all hearing these days. You've heard the message in one form or another: people don't think they're getting their money's worth out of government.

How can you prove or disapprove such a belief? In private industry, you pay directly for the product or service. You can look at the dresses on the rack, and try on 20, if you want to, before you decide if the dress is right and the price is right. You know what your dentist charges to clean your teeth, and you can decide for yourself if the services are worth the fees.

But, when it comes to government, your taxes are not directly related to your benefits. You pay taxes for all government services and have little idea how your tax dollars apply to any specific service. What is a reasonable amount to pay for maintaining railroads? How much is a national park or forest worth?

Because the answers to such questions are so elusive, and because the public thinks of the cost of government primarily in terms of the total amount it pays in taxes, government cannot readily defend itself against charges of inefficiency. What's more, find one rotten apple of a program, and all the good-apple programs in the barrel are called rotten, too. The point is that we are presenting taxpayers with a tremendous bill. It is only natural for them to question it, and it is up to us to ensure that the services delivered justify the size of the bill.

How can we respond to this question? Our answer: we must have the highest quality public employees available, working in a system that allows them to perform to the limit of their capabilities. Our answer: reorganization and reform.

We already have the high quality employees, and the federal government attracts high quality job applicants. But, the personnel system needs overhauling. The system is like an old-fashioned horsedrawn farm cart, creaking and swaying under the burden of conflicting roles mandated by an ill-assorted bundle of laws and regulations added to its original frame, vintage 1883. The system needs to be transformed into a jet age vehicle — in my metaphor, I can't decide whether it should be a racing car or a plane — flexible and streamlined, capable of handling modern loads and moving with the times.

Starting in 1979, it *will* be transformed. The Civil Service Commission will be dissolved, being replaced by the Office of Personnel Management and a Merit Systems Protection Board. A new Federal Labor Relations Board will be created. Reorganization will separate the conflicting responsibilities of providing personnel policy and administering the appeals system, both now assigned to the Civil Service Commission. Policy will be vested in the Office of Personnel Management, while appeals and protection of employees' rights will be handled by the Merit Systems Protection Board.

While this reorganization will provide the skeleton for an improved civil service, we still need the muscles of new legisla-

tion. These will be provided by the Civil Service Reform Act which, as you know, the president is signing today.

The theme of the new civil service will be performance and reward. If managers' pay depends on the quality of performance, we think they'll be even more alert to improve productivity, and cut costs. A major feature will be the Senior Executive Service in which top managers will be compensated according to their performance. Extra rewards carry extra risks, and they will be subject to quick removal in case of poor performance.

We will create a performance-based pay system for middle managers to replace the present system of virtually automatic pay increases. There will be new emphasis on performance appraisals. We will base hiring, promoting, rewarding, disciplining, and removal of employees on demonstrated performance.

Moving on down the organizational hierarchy, if middle level managers and supervisors are also paid on the basis of continually improving their operation, they will also be motivated to ensure that the people they supervise do the best job they can.

Responding to the complaints of federal agencies that our personnel system does not allow them to staff their agencies efficiently or with a reasonable degree of freedom in choosing new staff, civil service reform will decentralize many of the functions currently performed by the U.S. Civil Service Commission to operating agencies.

If agencies can carry out some of the traditionally centralized personnel functions more effectively — and I think they can, but we will monitor their performance closely — then their productivity should be increased, because they will not need central review and clearance of many decisions best made by the agencies themselves.

So you see, should you choose the federal service, you will be entering a workplace of ferment, change . . . and opportunity.

We know that reform is only 10 percent legislation, but 90 percent implementation. We know that it will take a good decade to get these reforms into the works and to see results. You may be getting in on the ground floor to help facilitate these results.

What can we say about federal career opportunities in the next decade?

Let me emphasize the good news, which may sound at first like the bad news. We already have a high quality federal work force, as I noted earlier. Last year, moreover, we had 76 job inquiries for every position filled. This year we had more college-entry placements to fill — about 15,000 in 1977 to about 18,500 in 1978 — and the competition continues to be stiff.

Does this mean that Uncle Sam does not want you? No, the good news is that if you're qualified, hard-working, and relish competition, Uncle Sam does want to hear from you!

And, of course, there are some occupations where there are more openings than qualified applicants. Engineering is one. Or take the health and medical fields; again, there are too few qualified applicants in most fields and locations. I'm talking about such jobs as physical and occupational therapists, medical officers, technologists, nurses.

But, the competition is keen for the jobs in the physical sciences and mathematics with more qualified candidates than jobs. And federal jobs are in short supply for the agriculture and biological science majors.

That is the picture in regard to technical jobs. In addition, more than half the openings coming up in government for college graduates will be in nontechnical positions which are filled from PACE. Competition is extremely heavy. Last year, about six and a half thousand were hired from more than 180,000 competitors!

But, let me mention other avenues into the federal service. One that will interest you is the Presidential Management Intern Program.

The PMIP brings as many as 250 outstanding public management graduates into the federal service each year. Should you be a successful candidate, you would be appointed as an intern at the GS-9 level in the accepted service for two years. If you complete the internship successfully, you may enter the career service without further competition and, I would point out that in this first year of the

program's operation, 20 percent of the interns were minorities and 46 percent women.

In addition, the Cooperative Work-Study Employment Program has been expanded to include graduate students and community and junior college students. This program facilitates the entry of qualified students into the system. Enrollees become eligible for conversion to the competitive service. About one-fourth of the participants are women, and one-third, minorities.

We have another program in prospect, the draft Special Emphasis Program. If approved, it would experiment with bringing women and minorities into the mid-level ranks in occupations where they are under-represented. This could be a crucial program, since women and minorities are so poorly represented in the mid-levels which in turn serve as a "feeder group" for the upper levels where they are shockingly under-represented — 3.2 percent women and 4.9 percent minorities in grades 16 through 18. Since most higher level civil service jobs are filled from within by promotion, clearly, we must have some means to get more women and minorities within "shouting distance" of these executive levels.

Such an experiment would try out new selection methods to see if: (1) these methods give a better representation of women and minorities, and (2) they bring in employees who produce on a par with personnel hired in the traditional manner. Selectees would, in effect, be taking a two-year on-the-job performance test. If successful, they would enter the career service.

In developing the plan, we have built in complete and full merit system safeguards. Yet, we've run into some heavy political weather on the Hill. Much of this results from misunderstanding and that in turn results from inaccurate reports on what the plan includes. But, we hope that the nay-sayers will be quieted and their criticism dissolved when the fully developed plan is made public.

What I hope you will distill and remember from my remarks today is that there are many paths and opportunities in government. The system is big, complex, yet offers many rewards.

Should you choose federal service, sometimes the career paths may seem to turn into labyrinths. Therefore, to develop your career and perform at your best, you will need to give time and attention to learning your way through the passages, and looking for guides — role models and mentors.

They will be there. They are already there on the job.

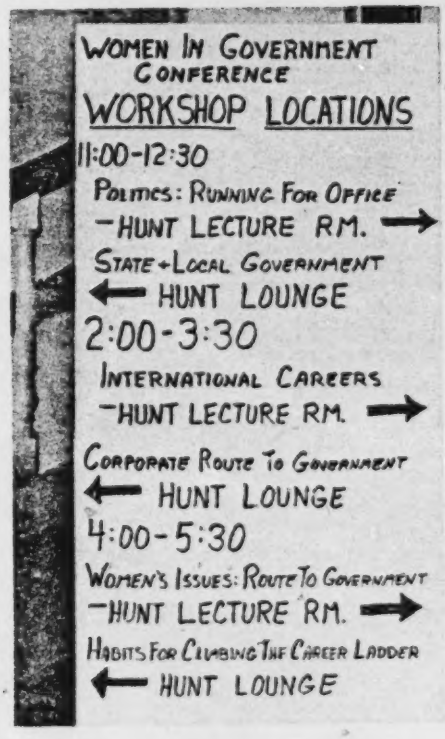
What's more, there's now an "old girls' network" getting more feisty every day. The boys have long had their network, what someone has called the "who do you know pipeline," to trade information and help. We now have our own informal group which meets to help members get acquainted and help each other in competing for key jobs in government, foundations, industry, and trade associations. Moreover, many of us are serving as mentors to young federal women building their careers. Our informal group does have a name, it is now called the Washington Women's Network.

Let me make a wish for you — may you have a happy, successful, and productive career, and may you become a member of the Washington Women's Network.

And let me give you something else to inspire you, a quotation from one of our foremothers, Elizabeth Cady Stanton: "The queens in history compare favorably with the kings."

Ersa Poston *is a member of the United States Civil Service Commission, nominated by President Carter and confirmed by the Senate in June, 1977. She has previously been a member and was a former president of the New York State Office of Economic Opportunities. She has served as U. S. Delegate to the United Nations General Assembly, as president of the International Personnel Management Association, and as vice president and secretary of the National Urban League.*

Excerpts from the Conference Workshops



RUNNING FOR OFFICE

Flora Crater
Candidate for the Virginia Democratic Nomination for United States Senate

A woman candidate should not apologize for using the women's issue in the campaign. Women are half of the population and their concerns and needs are legitimate campaign issues.

However, a woman candidate has an obligation to understand and address other issues since, by running for office, she is asking for the opportunity to represent others who may have different needs.

It is important for a woman candidate, or a woman working for candidates or working in the political system, to maintain her own autonomy. This means that, as a feminist, she must be aware of her obligation to women and must not expend her time and energy solely to become a part of the political system. Working for male candidates who do not promote the needs of women is a compromise that should not be made by women in politics.

Political action at all levels is not only useful for women, but is mandatory if women are to ever achieve legal, economic or social equality.

Public financing of campaigns is must legislation at local, state and federal levels if women are ever to participate in the decision-making of the system. There are few women participating in the financial structure of this country and, therefore, there is no access to the kind of money that is being contributed and spent in political campaigns today.

There needs to be a great demystification process before women will enter the political races in numbers that will be at all significant. The best way for this to happen is for a large number of women to decide to run. Training is helpful and gives assurance, but the most telling component in a woman's decision to run is the desire to do something in the office for people. Just wanting to be an officeholder is not worthy of the effort.

Here are some definitions that may be helpful for some women looking at politics for the first time:

1. Politics is an art and a science. Politics is that activity which is concerned with the common good. It is that activity that is concerned with the meaning of life relative to others.

2. Politics is an art in the sense that it is a creative experience because you are communicating with people to create the common good. And to do that, you get to the essence of our life as a community, and to get to the essence is to get to the meaning. Politics has been called the noblest profession.

3. Politics is a science in that its specific actions are organized and regular and measurable. This is elective politics. This is the search for representation. The most just government would be where each spoke and voted for his or her own interest. Lacking that, we opt for the next best that is feasible — electing someone to represent you.

It is important for women to know that political action for women is relevant as well as necessary. They must know that it is grounded in immediacy. Women must use the political system. Apart from running for office or supporting women, women candidates must use the system to build a "woman constituency." This is different from building a "woman constituency" to use the system.

Dorothy McDiarmid
Delegate, Virginia General Assembly

In my opinion, no one should run for a representative-elective office who has had no experience in working closely and effectively with one or more local groups in the area. Work with the PTA; League of Women Voters; YWCA; Chamber of Commerce; a political party; AAUW or any other civic organization. This gives depth to one's understanding of local, state or national issues, and shows where one stands in the spectrum of success in working with and for the people one seeks to represent in "high office".

THE CORPORATE ROUTE TO GOVERNMENT

Helen Moye
Manager, Career Planning and Managerial Recruiting of the Buick Division of General Motors Corp.

"Woman are still battling upstream against subconscoous prejudices about their abilities not only on the part of males, but also by other women *and themselves* as well. Consciousness raising isn't enough to eliminate sex discrimination; *subconsciousness* — raising is also essential."

Detroit *Free Press*, Sunday, March 20, 1977

What keeps holding women back besides the old "weaker sex," "Adam's rib," "sugar and spice," "anatomy-is-destiny" clichés? Here are

findings from some of the studies discussed at the American Association for Advancement of Science meeting:

1. Women are expected to do more poorly than men at numerous jobs and such expectations become self-fulfilling prophecies according to psychologist Irene Hanson Frieze, University of Pittsburgh.

2. Men's successes are usually attributed to their abilities, while women's successes are believed more due to luck, according to patterns seen in several studies. Failures by women are more likely to be considered the result of lack of ability than are failures by men. And even when women do succeed – because these successes are attributed to luck – they are not expected to keep on being successful, as are men.

3. Achievements by women are not rated as high as similar work accomplished by men, according to Frieze. Example: articles are considered better when written by a man. As Frieze notes it is "more difficult for a woman to prove her competency by a high quality performance than it would be for a man."

4. Females themselves do not generally expect to do as well as males, even from childhood, research shows. "Men consistently overestimate their future performance while women tend to underestimate," says Frieze. And, men generally rate their past achievements higher than do women with similar accomplishments.

5. Because males see themselves as more likely to be successful and act like it and because they are seen by males who still do most of the evaluating and promoting on the job, men generally get much better career opportunities than women with similar competence and accomplishments.

6. Many men are still uncomfortable with the thought that a woman might be superior in abilities or achievements and often take steps to make sure women can't demonstrate such superiority.

7. Women say their career goals are not taken seriously by teachers, employers, husbands or family according to an AAAS report by Elshe Smith, University of Maryland. (Employers generally do not give women the same kind of help, encouragement, and opportunities for career development they do comparable males.)

8. Women also must try to succeed in an environment that is much less supportive in other ways than it is for men, notes Smith. Women usually lack same – sex role models and the mentors who so often shape the careers of successful men. Colleagues and peers tend to be less helpful; for example, women are often excluded from informal office talk, lunches, and other information exchanges from the "old boy" network that can provide good job leads, and also from prestigious male – only business clubs.

Women often juggle a career with full-time responsibilities for young children and for housekeeping to a degree rarely shared by men.

Here are some problems women have in leadership roles:

1. Acceptance of different level(s) of responsibility.

2. Delegation of responsibility.

3. Appropriate training to deal with new level of responsibility.

4. Learning the organizations rules.

5. Understanding criteria by which they will be judged.

6. Promotions, job enrichment and transfer without adequate orientation.

7. Conflict with family demands.

8. Gaining acceptance, establishing credibility, and generally integrating themselves into the organization.

These are obstacles women meet in attaining top level management positions:

1. The feeling that women are not the decision makers (or involved in the decision making process) relative to career planning and development. This seems to be changing.

2. Woman who do not fit stereotypes are many times thought of as "trouble makers" rather than leaders.

3. The mentor seems lacking for women – a sponsor who gives advice, inside information, social status, and experience.

The above is critical in the social, political and influence systems that become increasingly potent the further up the organization one goes. Lack of access to this sponsorship system probably contributes substantially to women reaching the invisible ceiling of middle management levels.

4. Men find it difficult to evaluate the technical and professional competence of women.

5. Individual attitudes have lagged behind liberalized policies.

Some things women can do to overcome obstacles:

1. Begin to perceive oneself as promotable. People are selected for training and development with the expectation that they will become more valuable to the organization as a result of that investment.

Helen Moye

2. Do not adhere to what is generally considered a woman's true nature, i.e., passive, gentle, retiring, devoted solely to home, hearth and child.
3. Develop a fluidity of roles.
4. Keep proper perspective as to capabilities, skills, knowledge, and avoid being flattered by men who compliment you for performing menial tasks.
5. Develop a coping mechanism to deal with change.

There are five primary ways to acquire training and development that leads to advancement.

1. On-the-job training and on-the-job experience.
2. Training and development programs offered within an organization.
3. Employer-supported programs, outside study programs, and advanced degree programs.
4. Informal sponsorship by a higher level mentor who opens doors and shows the ropes.
5. Attendance and participation in conferences related to an area.

HABITS FOR CLIMBING THE CAREER LADDER

J. Wade
Assistant to the Secretary, U.S. Department of the Interior

I am going to outline some habits from my own personal work situation which I think will help you maintain an upward trend in your career ladder. First, I'll talk about professional habits.

1. Take and want responsibility; volunteer for jobs; work late. In the early years of your career you probably will have to sacrifice part of your social life for advancement in a career. That doesn't make it any less easy to do, but if you know it is coming, it is a bit more acceptable to work long hours as part of the trade — especially for the first six to eight months perhaps 16 hours a day — after that it gets easier.
2. Be organized. Manage your time and other people's time well. There are some excellent courses in time management which I think will be of use to you. A supervisor will recognize a person who comes in and uses his or her time wisely. Establish a tickler system. Prioritize your day as to first and second priorities: one first priority, two or three second priorities. Make a neat desk system. The more confused your desk, the more uptight you get. Have "in" and "out" boxes. Handle a piece of paper only once. Don't get tangled in paper.
3. Be creative in your job. Mary Baldwin College was probably one of the greatest helps for me as far as being creative. I was never around such attractive and creative women in all my life. If you think you are not creative, to begin with, you are wrong. You have basic tools; you want to be creative in the situation and you are. Take a set of factors — from that you decide what is needed. The cost of information is expensive and if you can get that information, in whatever form, and then correct a situation, either by direction, being asked to do so, or on your own, you will be a valuable commodity. Being a creative person is part of that.
4. As you advance up the career ladder, leave your old job duties with your old job. One part of my job was to keep my boss out of trouble. One way to do that was to have a cup of coffee with the participants in the morning before the meeting. Serving them coffee then became part of the job. When I went to my next job it was very difficult for me to get out of serving coffee or getting somebody on the phone. You must leave things behind in order to acquire new responsibilities.

Now let me review some of the personal factors in climbing the career ladder:

1. Be confident and believe in yourself. The transition time here at Mary Baldwin between my family and the real working world was a real bonus to me. Such a time gives you a chance to discover who you are, draw on some other peoples' strengths and learn their weaknesses, and to accept them. Be confident that no matter what situation you come from you are able to handle that one and the one you're in.
2. Shyness can be a drawback. I will throw that in at this point because there is beginning to be more literature now about it — and how it can affect people, how you can overcome it. It was for me a terrific problem. I was always basically shy and considered myself to be that way for the rest of my life. When you get out and work, though, it is a kind of artificial situation in which you can overcome shyness and be a more valuable employee if you do so.
3. Learn to relax and take care of yourself. Give yourself not only a treat a day, but a vacation. I didn't take a vacation until about five years after I'd started working. I figured out once that I was working about twice as many hours as other people, or by now I would have worked 16 years! I though that was too hard, so I started taking vacations. Between the presidential campaign and the inauguration, I took a month off for the first time in my whole life. And that was one of the nicest things I ever did for myself, or ever will!
4. Keep active and exercise. In Washington you have to literally arm-wrestle somebody to the ground to get a tennis court. I finally got tired of having to hoof all over town to look for a tennis court, so I got into yoga.

Look for somebody who wants to teach a class during lunch hour and bring her in. Get a group of people together and do this together. Yoga is a good form of relaxation, too. If you can stay calm in almost any situation you will not only help yourself, but will help others. You will draw attention to yourself in a very positive and powerful way.

5. At work you have got to dress up. You set yourself apart a little bit; you show you care about your job; you care about how you project yourself. A blazer is probably the most powerful article of clothing that you can have. It promotes a sense of well-being, a sense of identity with the male power structure, and a bit of a desire to fit in with it. Shirts with

pockets are another thing. Jewelry sometimes threatens people. If you have a lot of it, remember to tone it down.

INTERNATIONAL CAREERS

Sharon Wilkinson
United States Foreign Service Officer

The Department of State has recently made a concerted effort to recruit women as Foreign Service Officers and to improve their career opportunities. Following are answers to some of the most often asked questions about women's opportunities in the Foreign Service:

Are many women serving as Foreign Service Officers?

As of December 31, 1977, about 10% or 337 of the 3,515 Foreign Service Officers were women.

Is anything being done to increase this percentage?

Yes. Over the past few years special efforts have been made and are being made to encourage women to take the Foreign Service written entrance examination. In 1976 and 1977, 27% and approximately 32% respectively of those taking the written portion of the examination were women. Of the officers appointed in 1976, 20% were women. In 1977, 134 officers have been appointed, of whom 21 were women. In addition, the department has recently instituted a special, highly-competitive program designed to hire women at the middle level of the service under authority of the Foreign Service Act of 1946, as amended.

Can you tell me more about this special emphasis program? Must the more experienced women take the written examination?

No. There is no requirement that the applicant under the special emphasis program take the written examination. She must be 30 in order to apply, and have educational and work experience directly relevant to the work of a Foreign Service Officer. Further information and applications may be obtained from the Equal Employment Opportunity Office, Room 4427, Department of State, Washington, D.C. 20520.

Must I be single and remain single to have a successful career in the Foreign Service?

No. Marital status is not a consideration in appointment to or advancement in the Foreign Service provided the commitment of worldwide availability is accepted.

What provisions does the Foreign Service make for my family if I have one?

A woman receives the same benefits for her family as a man does for his. A husband and children may accompany the female officer abroad as do the dependents of a male officer.

What does the Department of State expect from a spouse?

The Department recognizes that the spouse of a Foreign Service employee is a private person, not a government employee, and requires only that the spouse refrain from any action that would reflect discredit on the United States.

What if two Foreign Service Officers were to marry?

There are approximately 40 working couples, both of whom are officers now serving in the Department of State and at posts abroad. Every effort is made to assign both members of these couples to the same post, but when this is not possible, they may be assigned separately, or one of them may go on leave without pay for the duration of the spouse's tour of duty, thus avoiding a separation.

What about having children?

Women may take leave for maternity purposes and resume their careers.

Do female officers have the same worldwide assignment possibilities as do male officers?

Yes. Women may serve in any position for which they are qualified in any part of the world. Such officers are currently assigned to posts in Europe, Africa, the Middle East, Asia and Latin America; and women have served as ambassadors in Europe, Africa, Latin America and South Asia.

This sounds quite different from what I have heard about the Department of State. Are these policies new?

Yes. During the last few years the Department of State has systematically reviewed and updated policies to improve career opportunities for women. The department is convinced that a modern Foreign Serivce needs highly qualified women and must take into account factors which may be of special concern to women.

What are my chances of being appointed if I apply for the Foreign Service? I have heard that only a few hundred new officers are chosen each year out of thousands of people who apply.

Selection for the Foreign Service is on the basis of highly competitive written and oral examinations. However, this should not discourage qualified women with a strongly developed career orientation and an interest in international affairs. Opportunities for women in the Foreign Service have never been greater and a truly rewarding career awaits those women who take advantage of them.

Sharon Wilkinson

WOMEN'S ISSUES: ROUTE TO GOVERNMENT CAREERS

Kay Peeslee
Common Cause Coordinator for ERA Lobbying

I will tell you what I think are the chief women's issues: I think that they are economic first of all, and, secondly, political. The most important thing, in my opinion, for women to achieve, is the ability to get the same pay and the same positions as men when they do the equivalent kind of work.

Politically we are very, very inferior. Until the ERA is added to the Constitution, we don't even have the same constitutional protections as men, blacks or aliens. Wherever you look, it's the women who do the donkey work, who are at the bottom of the heap, or are very noticeably not there.

There are presently only two women in the Senate, thanks only to the fact that they followed their husbands; there has been one woman in American history who was elected on her own to the Senate and stayed there, and that is Margaret Chase Smith of Maine. There are fewer women in the House of Representatives today than there were 10 years ago. There are very few women in the federal judiciary, and in Virginia, which is where we are most concerned, there are no women in the higher echelons of the judiciary. There has never been a woman elected to the Senate of Virginia, and there are only half a dozen women in the House of Delegates and I can remember when the first one was elected. I think that these are clearly the basic issues for women to recognize and to try to do something about.

Which women's groups involve themselves and work with issues? I belong to many women's organizations: the AAUW, The League of Women Voters, The National Organization of Women and the Business and Professional Women. I think all of these are very worthwhile and have done things for me both personally and in my career.

The BPW has been in the forefront of organizations working for ratification of ERA. They started way back in 1922, and I think that they have probably spent more money supporting the ERA than any other organization. The League of Women Voters is probably responsible for the good performance of most women in politics and government today because they do such a fine job of educating women in politics and government.

The National Organization of Women, which is of course much newer than these other groups, is just what we need at this point. Some people find this group noisy, abrasive and "unladylike," but if it hadn't been for NOW, Congress never would have passed the extension period for the ratification of the ERA. I think all these groups are important, and I think it is important for women to belong to all of these groups. As single individuals we really can't do anything at all for ourselves as women.

What is the difference between men and women on issues? This may not be an entirely objective answer, because it's very hard for a woman to look at it the way a man does, but I do think that there is a difference. I think that our concerns as women are the result of physical differences in our role in society. I think there was a very good example of it in the last session of the General Assembly. One of the big issues that was discussed and debated and finally voted on was whether or not we should have pari-mutual batting in the state. Of course, it was passed and it will be on the ballot in November for the people of the state to decide on. The General Assembly didn't want to make the decision itself, so they passed the buck to us. Anyhow, when the vote was taken on that, there was only one woman in the General Assembly who voted for it in general. The women all were very much opposed to it.

From my own observation as a lobbyist, I also find that women are interested more than men in children, in hospitals, in the minimum wage, in education, and in recreation. Perhaps this is because women, more than men, are concerned about children and their welfare. As far as the minimum wage is concerned, we really need it more than men, because it is women who are at the bottom of the pay scale in such great numbers. It was a woman, Mary Marshall, in the House of Delegates from Ogden, who introduced, supported, and got through the General Assembly the first minimum wage law in the state. It was also Mary Marshall who has been largely responsible for the improvements of the mental hospitals. Joan Jones from Lynchburg and Amherst has played a very important role in the laws concerning teachers and children in the schools and kindergartens. When you're watching a legislative body in action I think it becomes very apparent that there is a difference between men and women in how they behave. I think women are much less concerned about issues such as national defense and highways.

What are the most important things for a woman who seeks a career in government? Education, experience, motivation, whom she knows and her family ties. J. Wade mentioned that it's important to have self-confidence. I wasn't thinking of that when I first wrote that question, but I think this is true above and beyond all these other things. Perhaps self confidence comes from the other qualities. I think that is most important for success if you're going into a government job, or probably any job. Whether you go to Mary Baldwin, whether you do yoga, or have a wonderful family — self confidence is perhaps the most important thing of all.

STATE AND LOCAL GOVERNMENT CAREERS

Ruth Herrink
Director, Virginia Department of Commerce

I am impressed by the fact that today there is a common thread of concern running through the thoughts of all the women with whom I talk, whether old or young. It is how to make the most of one's life.

So often this involves the area of work, because work is a reality and necessity today for more than half the women in this country

Ruth Herrink

21 years of age or older. When one considers that half the households in this country have only one or two people in them, the idea of work and proper remuneration for work becomes more than just an idea to be discussed at a seminar. It means whether or not women are going to be able to take care of themselves and their responsibilities.

Women today, even with all the talk and effort that is taking place, are not progressing into fields normally considered "men's work," where the money is. Women are making, on the average, 60 percent of what men make. Women college graduates can expect to make what men with an eighth grade education make. Changes must take place for women in the market place.

Another surprising statistic is that 80 percent of the working women are found in 25 job categories. Most of these are service-oriented positions, poorly compensated and traditionally "women's work." This leaves women who work, not only for money but for professional and emotional enrichment, in a real scramble to get ahead. Some of them do it with luck, some because they have male mentors, and some because other women give them a hand.

Women reaching out their hands publicly to other women is something new in our society, but it is here and it is a growing phenomenon. The whole women's movement has opened women's minds to help each other achieve goals outside those in traditional homemaker roles.

Women today are not extensions of other people, but people in their own right, and given the proper training, they can do any job they tackle if they have the opportunity.

I favor the Equal Rights Amendment as an effort on the part of many people to see that the way is open for women to move out into many new directions. While its passage won't ensure any individual woman that the job market will be a primrose path for her, it is a symbol that women can move into the mainstream where the power lies. With this power they can reach their potential.

CONFERENCE WRAP-UP ADDRESSES

Carol Emory
Counsel for the Bechtel Corp. and
Mary Baldwin College Alumna

If Betty Murphy had spoken to me when I was here at Mary Baldwin in '65, and asked me what I wanted to be when I grew up, I would have smiled and said "I want to be happy." I had no idea how I was going to do that. I said at the time that I would marry the first man who could buy me a dishwasher, and I planned to specialize in dinner parties. That was true until I graduated from Mary Baldwin and found out that nobody else was going to do it for me.

I think it took me 10 years very slowly, *very* slowly, to come to terms emotionally with the realization that nobody else was going to do it for me. And what was "it?" I am still trying to find out more about what that is, but what it is is the common need. I found out that my father couldn't do it for me. He could until I was 17 or 18, but he couldn't do it after I grew up. A husband is not going to do it for me, because he's busy doing IT for himself. So nobody else is going to do it for *you*.

I'd like to echo a little bit of what Betty said last night; you may not think now that you'll be working, which I didn't, but you will. Once you get into the market-place you gradually, painfully, come to realize that it's much better to be paid for the way you think than for how fast you can type, and that you can make more money. And, on top of that, you'll have more fun. So, in the long run you do end up being happy.

Why are the alumnae here who have driven and flown in to talk with you? The reason we are here is that we learned many things the hard way between the ages of 25 and 35, and we're trying to plant seed. We don't expect you to run out tomorrow and hit the job market — you can't do that, you're still growing intellectually — but we'd like to plant seed because we don't want you to come back ten years from now and say Mary Baldwin never told me. We're telling you that the first wave of women to hit the career market in the early 1900's and even later than that, I would say in the 1950's, had to use every bit of their energy to survive — just to stay there. The second wave of women, which I guess I'm a part of, had to use almost all their energy to survive and succeed. And we will succeed. And the third wave of women, which I hope you're a part of, can build on what the first and the second have done. Because we have survived and succeeded, you can use your energy to survive and to succeed as workers, and have some left over to succeed as individual people.

Bring strong female energy into the corporations, into the market place — don't be imitation men, be who *you* are. Humanize the government and the corporation — be competent, but be who *you* are. We have a long way to go. But, the alumnae and the other women who've come back here today are not here just

Carol Emory

because Staunton is beautiful, even though it is. We're here because we'd like to save you just a little bit of energy and tell you what we went through between the ages of 25 and 35, so that you can start from there.

There's one thing I'd like to leave with you. You may have heard your parents say it — and it's something, of course, which parents say that is not true — that these years will be the best years of your life. It's not true! This year may be a great year, but if you can shed your skin every year like a snake and grow and be open to acquiring knowledge and love, then when you're 35 *that* year will be the best year of your life and *every* year that you're alive will be the best year.

Caryl Palmore
President, Mary Baldwin College Student Government Association

I'd like to impart to you just how important your participation in an organization such as student government can be in your future. I think it's important for students to realize the opportunities which are available if they are willing to get involved. I also think that it is important that employers be made aware of the skills that a student can develop from sharing in such an organization as student government, skills she will be bringing with her to the job.

Being involved in student government means many things. First of all, it is a personal decision to take an active part in what is going on around you. This develops into dedication for the task we have undertaken, as well as responsibility to yourself and to others to follow through on your commitment. As students become increasingly involved new skills are acquired. One learns how to handle a budget, for instance, allocating funds where it is thought they are most needed.

Through student government one also learns to have an open mind and to look at the facts before making a judgment. As a student works on special projects she gains firsthand experience in fund raising. She comes to know who the resource people are and begins to identify her goal. From this one learns to plan and organize an event which will take the time and effort of many people.

This leads me to my next point — motivation. A student leader learns how to motivate people by generating enthusiasm. A leader must also learn how to deal with people who are not carrying their share of responsibility. This can be a challenge, but it is also the reality of the job.

Campaigning is another aspect of student government. When seeking a position of authority, one has to prove oneself to be a capable and competent leader, someone who generates respect as well as enthusiasm for the job. When campaigning there is always the risk of losing. A leader has to learn to accept this and have enough faith in herself and her talents to get the work done through other channels. Public relations and publicity are important skills learned through participation in student government. An involved student learns to make others aware of her activities by talking to them about the plans of her organization.

The leadership skills gained through positions of influence are numerous. One learns how to preside over meetings, run workshops, and manage committees. When ideas are born, a student leader learns how to follow up on them quickly, doing research and delegating responsibility so that positive ideas will not die out. As an offshoot of this she learns to deal with duplication of ideas through coordinated programming to prevent waste of energy.

Time management is another necessary skill on the part of leaders. A leader must learn to weigh her priorities in order to accomplish all that she desires to achieve. Accountability is another important aspect to consider. Many times a student leader will find herself in the hot-seat. It is at these times that she needs to be the most organized and to have researched the facts of a situation.

Legislation is another area of student government — one learns how to write a proposal that is not full of loopholes. The acquisition of administrative skills is also involved here. These skills can be involved with anything from writing letters and memos, to writing speeches and serving as an informant.

Through student government a student has the opportunity to become involved in leadership and higher forms of government. This conference is a prime example. Faculty meetings, meetings of the Board of Trustees and the Advisory Board of Visitors can also be included here.

Delegation is the key to success. A leader must delegate responsibility, she cannot do everything alone. She has excellent resources which she can utilize as needed. It is important to place manpower where it will be most effective.

The points which I have brought to your attention are the ones that I feel are the most noteworthy, but they are by no means inclusive.

Mary Baldwin Students

There are so many other skills to be gained by participation in student government. We are only a microcosm of government, yet the abilities that we acquire here are the ones that are really necessary in the job market as well as in our everyday lives.

We've had the opportunity to hear the thoughts of many distinguished women, women who are dedicated to their jobs and to helping other women realize their potential. It is my hope that the ideas which have been planted in your minds will motivate you to evaluate your own ambitions. As Betty Murphy said last night "the opportunities are there, you have the potential to be whatever you want to be." The skills you acquire through student government will serve you to great advantage, but it is up to each of you to decide how you will use them. The door is open, but you have to be willing to make the first move.

Ann Ponder Dickson
Chairperson, Mary Baldwin College Advisory Board of Visitors and Mary Baldwin Alumna

The country and society are telling us that we need to have 2.1 children. And so my question to you is this: What are you ging to do with 2.1 children for 57 years?

That's what it's all about – planning for your future when you have years ahead and you want them to be productive. We're talking about a second life theme. We've talked about work and we've talked about careers for the last two days, and Mrs. Murphy talked to you about working in *paid employment.* What I want to say to you is; work is work is work, whether it is paid or volunteer.

Many of you young women will find yourselves in volunteer roles sometime in your life, and I want you to remember that working as a volunteer can be just as productive as paid employment. But, as Mrs. Murphy also told you, many of you will have to be employed and will be in the work force in the year 2000. It's important that you see yourselves as needed.

As our country and our society become more complex because of technological changes, it is important that you see yourself as first stringers. The country can no longer afford to ask that all the talent come strictly from the male half. You are first stringers, too, and the country's problems must be solved by both sexes.

I want to make one remark about support, women's support for each other. Every once in awhile you will see advertisements about group sessions and support groups developed for women surrounding women's wishes. I participated in one not long ago in Dallas, Texas, where women were asked to fantasize about crisis situations. The situations were something like this; each woman was asked to fantasize a solution to having a flat tire in a part of the city that was unfamiliar and possibly dangerous if she was alone. Another was: being accused of murder with overwhelming circumstantial evidence against her in a strange part of the country. Overwhelmingly these women fantasized a solution which involved what I term the "white knight." Only a few women fantasized a solution in which they got themselves out of the mess. And, not one single woman fantasized the solution as coming from another woman. What this was trying to say is that you must take each other seriously. Women must take each other seriously in order for other people to take them seriously, also. And, when we're talking about planning careers and planning a lifestyle and thinking about the future and where we'll be in the year 2000, remember that in many cases we've been raised with myths – the myth that if you play the game right there will always be somebody to take care of you, whether it is a father or a husband. But, it just doesn't always turn out that way, and it is important for young women to be serious about themselves in their lives and in their life planning.

Betty Murphy, Ethel Walsh and Ralph Kittle.

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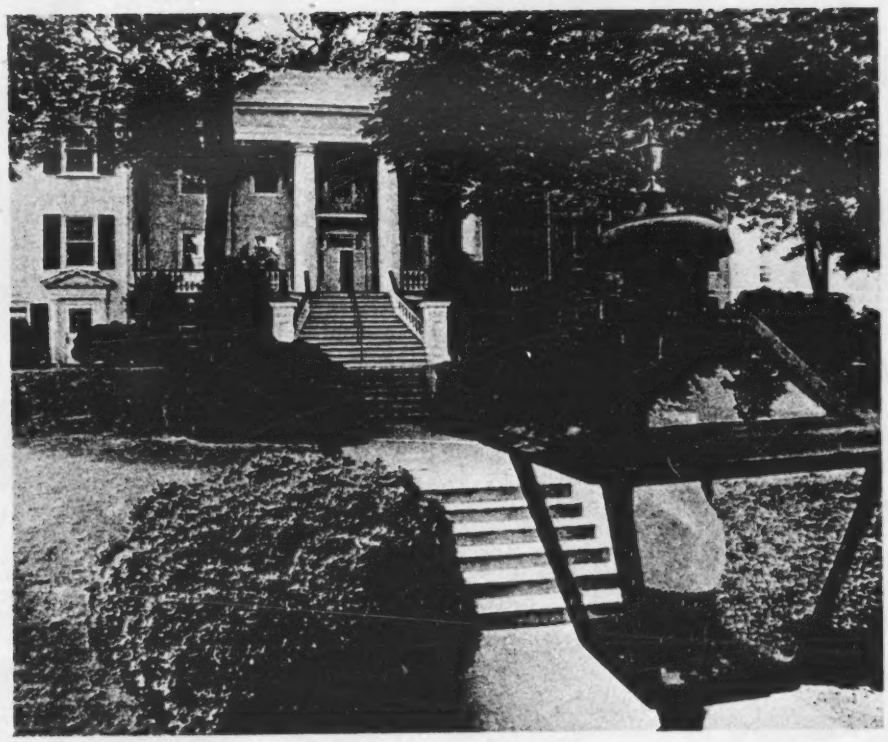

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